

**EXECUTIVE SECRETARIAT**  
Routing Slip

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TO:

		ACTION	INFO	DATE	INITIAL
1	DCI				
2	DDCI				
3	EXDIR		X		
4	D/ICS				
5	DDI	X			
6	DDA	X			
7	DDO	X			
8	DDS&T	X			
9	Chm/NIC				
10	GC				
11	IG	X			
12	Compt	X			
13	D/EEO	X			
14	D/Pers	X			
15	D/OEA	X			
16	C/PAD/OEA				
17	SA/IA				
18	AO/DCI	X			
19	C/IPD/OIS				
20	C/ History	X			
21	Staff				
22					
SUSPENSE		Date _____			

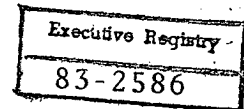
Remarks:

Executive Secretary  
**16 May 83**  
Date

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12 May 1983

MEMORANDUM FOR DEPUTY DIRECTORS  
INDEPENDENT OFFICE HEADS

SUBJECT: Misconduct and Awareness of It

1. Recent newspaper accounts of criminal misconduct by former Agency employees have raised again: a) a desire to exhort the troops about ethics and supervisors about responsibility; and b) the need for some vehicle to inform concerned troops that guilty parties do get disciplined, fired and even jailed. I cannot count the number of times I've been asked by students in Agency training courses, or others in discussion groups: why can't the Agency discuss these issues, to dispell perceptions of tolerance, resigned acceptance or inaction in the name of sources and methods protection?
2. The Inspector General's annual report to the Intelligence Oversight Board, cites several instances of criminal misconduct by Agency employees in abuse of their official positions. Examples include misappropriation of funds and property, falsification of vouchers and fraudulent time and attendance reporting.
3. The number of these cases is extremely low compared with the Agency's population and the record of others in town, but it is disturbing, nonetheless, in an organization as selective as ours. For individual employees the consequences of IG or Justice Department investigations have included termination of employment, loss of retirement funds, prosecution and conviction. A sample of a half dozen recent cases includes all five career services, grade ranges from clerical to supergrade professional, and comparatively-new to long-term career employee. Substantively: overtime records have been falsified for both piddling and large sum equivalents; travel monies have been misused in an effort to solve domestic marital problems; long-term, low dollar increment embezzlement has stretched over years; and principal agent defrauding and refugee resettlement exploitation cases have occurred.
4. There is a sequence of events prescribed by law and regulation that follow a report of abuse. There is also a need to sensitize employees and supervisors to the personnel-related problems the Agency is encountering and to the importance of personal integrity to us as an intelligence organization. And it is especially important, while doing that sensitizing, to stress the positive note that help is available before problems get out of hand and that, while harsh measures will flow from deliberate violations of law, salvaging employees in trouble, if Agency equities permit, has been and remains a basic Agency philosophy.
5. The line supervisor is a major player in this drama. Please ensure that he or she understands that fact. Since various people seem to feel nervous about centralized employee notes or like paper circulating on the subject, please ensure that the working troops also understand the thrust of this.



Executive Director

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